

Annual Development Review Procedure

Version 3

Greater Manchester Police

31 August 2018



Table of Contents

1. Introduction and Background.....	2
2. Scope.....	2
3. Terms and Definitions	2
<hr/>	
3	
4. Roles & Responsibilities	3
5. Principles	4
5.1 Am I Required To Take Part in GMP's Annual Development Review Process? 4	
5.2 What do I do if I'm new to GMP or to my role?	5
5.3 What do I do if my manager changes?.....	5
5.4 What forms do I need to complete?	5
5.5 What happens if my manager and I disagree on my development needs?.....	6
5.6 What happens if there are performance concerns?.....	6
6. Procedure	6
6.1 Find The Appropriate Forms And Prepare for your meeting	6
6.2 Arrange To Meet With Your Manager	6
6.3 Record Key Points and Actions.....	7
6.4 Appeal Rights	7
7. Associated Documents.....	7
8. Statutory Compliance	8
8.1 Freedom of Information Act (2000), Data Protection Act (2018)& GDPR....	8
8.2 Equality Act 2010	8

1. Introduction and Background

Introductory Statement

Greater Manchester Police (GMP) is committed to helping support staff to continually improve and develop in their roles. We encourage staff and managers to regularly discuss job related matters so both are clear about expectations.

We believe that the majority of our staff are competent in their roles and perform to a high standard. This process encourages regular communication about how you are doing.

Aims

The aims of this policy are to:

- explain how we'll give you the opportunity to discuss your development in your role
- encourage and support you
- explain the Well-being and Integrity Review, and
- explain when an Enhanced Development Review might be appropriate.

2. Scope

This procedure applies to Police Officers up to and including the rank of Chief Superintendent, Police Staff and Specials.

It doesn't apply if you're in your probationary period. You'll be supported in line with the Probationary procedure.

Where we refer to 'staff' in this policy, it also applies to officers unless we say otherwise.

This procedure isn't used to address concerns about your performance. If improvements to your performance are needed we'll provide support in line with the Standards, Performance and Attendance Policy.

3. Terms and Definitions

Development

Knowledge, understanding or skills needed to help you do your job or to equip you for future roles.

Performance

The standards we expect you to achieve. GMP continuously drives performance in a range of ways. This includes the improvement and development of the organisation, teams and individuals.

Annual Development Review

A formal discussion between you and your manager about your on-going development.

Enhanced Development Review

A more detailed discussion to talk about your development needs.

Well-being and Integrity Review

An opportunity to make sure you are familiar with the guidance and support available and to reflect on issues that could affect your role or well-being.

ADR / EDR Form

The form you and your manager complete to summarise discussions at your ADR or your EDR.

One To One's

A regular discussion with your manager about your job and your development.

Action Plan

A document describing what actions you should take to achieve the required standards and what support is available to you.

4. Roles & Responsibilities

Responsibility of Managers

Managers will:

- meet with you regularly
- be clear about what is expected of you
- have open and supportive discussions with you about your development
- keep you updated on changes affecting your role and provide reasonable training
- know the standards expected of you in relation to the Well-being and Integrity Review
- have a good understanding of the Code of Ethics
- promote and reinforce the principles and standards set out in the Code of Ethics
- treat you sensitively, fairly and in line with this procedure, and
- manage any appeals.

Responsibility of Staff

You should:

- know and understand what is expected of you
- take responsibility for your on-going development
- participate in the ADR process, and the EDR process if appropriate
- share the responsibility for arranging meetings
- be familiar with the policies related to your well-being and the Code of Ethics
- engage in the Well-being and Integrity Review
- consider the guidance and support that is available to you when there is a change in your personal circumstances, and
- if necessary, complete the relevant forms.

Responsibility of HR

HR will:

- keep copies of your ADR and EDR on your personal electronic record via Greater Manchester Shared Services (GMSS).
- where necessary advise managers on the process

Responsibility of Professional Standards Branch

PSB will:

- where necessary advise managers on the Well-being and Integrity policies
- make sure that the appropriate unit responds to individuals
- provide advice and guidance to managers, and
- make sure that guidance is available.

5. Principles

5.1 Am I Required To Take Part in GMP's Annual Development Review Process?

Yes. Everyone will have an ADR with their manager once a year.

You'll also be encouraged to have regular one to one discussions throughout the year. When these take place is for you and your manager to agree.

If you want to discuss specific development objectives you can request an EDR.

One to Ones

You'll meet regularly, ideally monthly, with your manager to discuss your workload and priorities. These informal discussions may be pre-arranged meetings or simply an ad-hoc discussion that takes place during the working day.

Annual Development Reviews

At your ADR you'll discuss how you feel about your job, your achievements over the past 12 months, your career plans and any additional support or development you need.

It's your development review and allows you to take responsibility for your developmental requirements.

Enhanced Development Reviews

You can request an EDR, or your manager may suggest one, if:

- you are performing well in your role and want to develop further,
- are in a career graded role, or
- have specific career aims.

Your EDR meeting will follow your ADR. It's simply an extension of this meeting. You'll discuss and agree specific objectives.

Well-being and Integrity Review

You'll need to consider the well-being and integrity reminders and a good time to do this is at the Annual Development Review. If you need support or guidance at any time, you should contact your manager, the professional standards branch or your staff association or trade union for further advice.

5.2 What do I do if I'm new to GMP or to my role?

If you're new to GMP then you'll have a probationary period. Your manager will meet regularly with you during your probation. We will make sure you have all the support you need to reach the required standard. However, you won't have an ADR until after you have completed your probationary period.

If you're already employed by GMP, but are starting a new role, then you'll meet with your manager within your first 6 weeks for an initial ADR. At this first meeting you'll probably focus on your development needs in your new role.

5.3 What do I do if my manager changes?

Request a one to one with your new manager as soon as possible so that you can review any on-going development objectives.

A copy of your ADR/EDR should be available locally. However, if a copy is needed then it's available from Greater Manchester Shared Services (GMSS).

5.4 What forms do I need to complete?

You and your manager will jointly complete the ADR/EDR form.

Before your meeting you should locate your previous ADR/EDR form, any relevant notes from one to one discussions and open or print a new form. Bring them to the meeting.

You should agree who will take notes during the development review. Alternatively, if you have access to a computer during your meeting you may prefer to do this as you go along. Either way you both have a role to play in completing the form.

You don't need to record any information in the Well-being and Integrity review section, but you may want to ask your manager further questions or refer to the policy or form signposted. We'd encourage you to contact the appropriate unit in confidence, for help and support if any of these reminders could affect your well-being or integrity at any time.

Once the ADR/EDR form is complete then it's forwarded to your managers manager and then filed via Greater Manchester Shared Services (GMSS) on your electronic file.

5.5 What happens if my manager and I disagree on my development needs?

Try and reach an agreement. Reflect on your expectations and refer to your job description. Your development needs, and the support you need to meet them, should be reasonable and attainable.

It might be appropriate to arrange a follow up meeting. You should outline your concerns and be able to explain why you believe your developmental objectives should be reviewed. Be prepared to listen and to review your expectations.

If you can't reach agreement then there is a formal appeals process and an appeals form for you to complete. Your staff association or trade union can also provide support and guidance if required.

5.6 What happens if there are performance concerns?

If you are under-performing, then we'll agree what support is needed and put an Action Plan in place if this is felt appropriate.

6. Procedure

6.1 Find The Appropriate Forms And Prepare for your meeting

Locate the ADR/EDR Form. To prepare for your meeting:

- think about your workload and priorities
- consider your progress over the last year
- review your previous ADR/EDR and any notes from your one to one meetings
- reflect on what support or development might assist you, and
- consider if you intend to request an EDR.

6.2 Arrange To Meet With Your Manager

Take joint responsibility for arranging the meetings.

Discuss your role, your progress and any development needs.

6.3 Record Key Points and Actions

You'll both complete the form which should then be returned to Greater Manchester Shared Services (GMSS). Keep a copy for you to refer to during the year. Your manager will also want to keep a copy.

6.4 Appeal Rights

Try and resolve any areas of disagreement informally. If you can't agree then there's an appeals process.

- If you cannot resolve the issues informally you should complete the Appeal Form within 14 days of the ADR meeting.
- You should send the appeal form to your manager who will write a clear rationale for their decision on the form.
- Your manager should then forward your appeal form to their manager.

Your manager's manager will:

- arrange to meet with you within 14 days of receiving your appeal form,
- discuss your concerns with you and consider your appeal, and
- write to you within 5 days of the meeting notifying you of the outcome.

Your staff association and trade union can also provide support and guidance if required.

This decision will be final and there will be no recourse to the grievance procedure.

7. Associated Documents

GMP Forms

ADR / EDR Form

One to One Meeting Log

Appeal Form

Action Plan

Application for Approval of Business Interest (form 119R)

Amendment to Approved Business Interest (form 119S)

Conditions for Approval of a Business Interest (form 119T)

GMP Policies

[Standards, Performance and Attendance Policy.](#)

Gifts, Discounts and Hospitality Policy

[Business Interests and Additional Occupations Policy](#)

Service Confidence Policy including Notifiable Associations

Police Officer and Police Staff - personal involvement in an offence or court proceedings (CC's Order 2006/08)

Bankruptcy (CC's Order 2009/42 Appendix E)

GMP Guidance

ADR Management Toolkit

Debt Advice

Additional training is currently being developed. We will publicise this once it's completed.

8. Statutory Compliance

8.1 Freedom of Information Act (2000), Data Protection Act (2018)& GDPR

The policy and procedures are compliant with the Acts and Regulation. This policy is suitable for publication if a request is made under FOI.

8.2 Equality Act 2010

The policy and procedures are compliant with the Act.

The Annual Development Review and Extended Development Review Process support our General Equality Duty, which requires the Force to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct which is prohibited by or under the 2010 Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who don't share it.
- Foster good relations between persons who share a relevant protected characteristic and person who don't share it.

Staff and managers are encouraged to meet informally and formally to discuss all work related matters. Specifically they are encouraged to review job satisfaction, development in the role and in their career.

The scheme does not rely on the scoring or rating of performance, or attributes, but focuses on the individual's own level of job satisfaction, performance and development aspirations.

The process aims to increase job satisfaction, ensure employees receive recognition for their achievements and identify appropriate learning and development opportunities.

Regular meetings, seen as part of the on-going management process, allow staff and manager to keep in touch, identify where support is needed and to actively look for development opportunities.
